



Managing Brand Transition & Repositioning

IIMR

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Today's Journey



Introduction

Key concepts and objectives



Understanding Repositioning

Core concepts and strategic importance



Strategy & Frameworks

Practical tools for effective repositioning



Case Studies

Learning from success stories and failures



Learning Objectives

1 Strategic Importance

Understand why brands extends/reposition and how it impacts business value

2 Analysis Skills

Examine successful and failed extensions/repositioning attempts

3 Framework Application

Apply practical tools for brand transition management

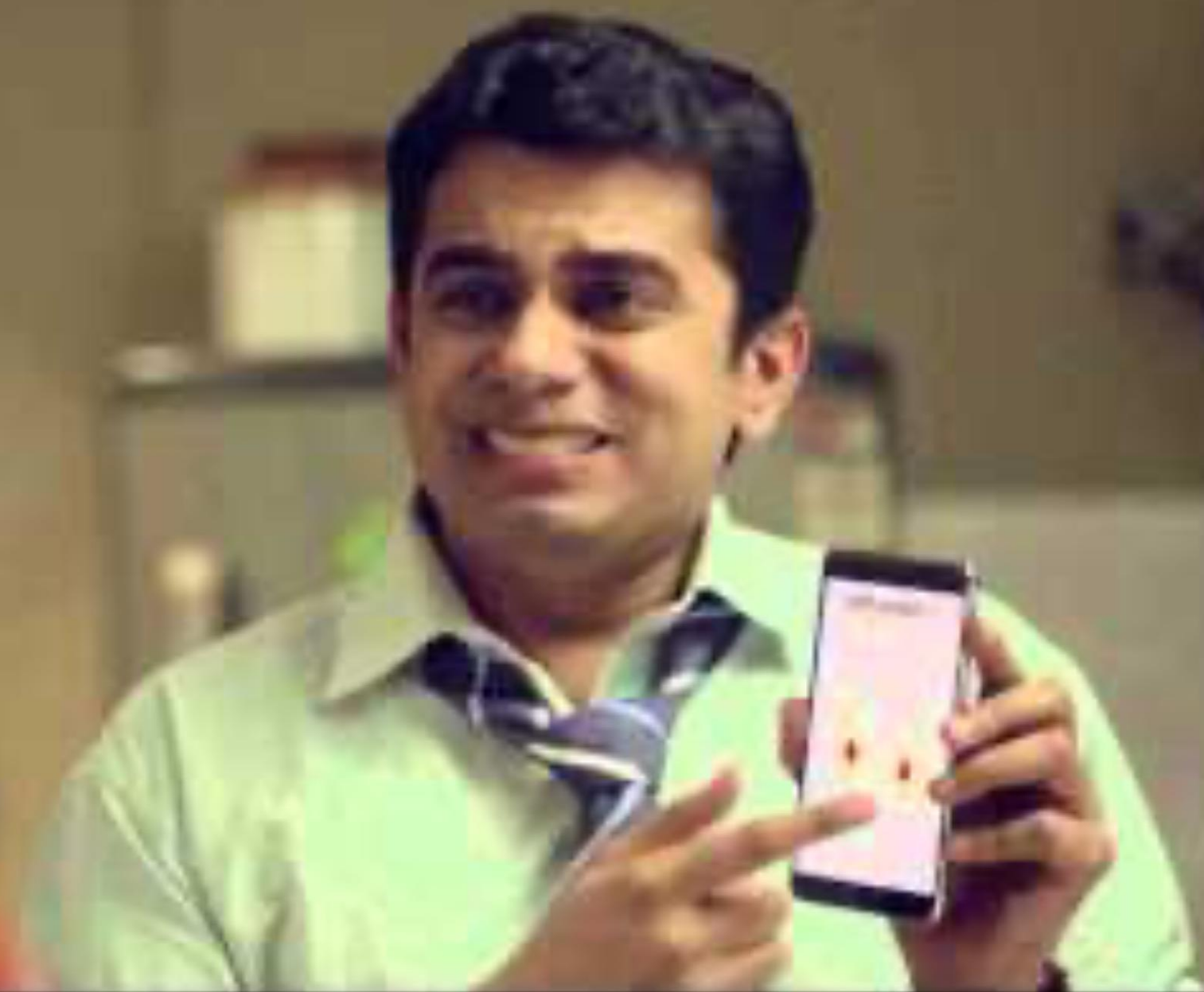
4 Risk Assessment

Evaluate challenges and opportunities in the repositioning process













Managing Brands Over Time

Brand Reinforcement

Strengthen and maintain core brand associations. Keep the brand relevant and distinctive.

Brand Revitalization

Recapture lost sources of brand equity. Identify new sources of brand equity.

Brand Retirement

Know when to discontinue brands. Manage the transition process appropriately.

Effective brand management requires a long-term perspective and strategic adjustments as market conditions evolve.

PRECIOS
Brand reinforcement strategy in Mexico, focusing on maintaining core brand associations and keeping the brand relevant and distinctive.

ZSET OIK
Brand reinforcement strategy in Greece, focusing on maintaining core brand associations and keeping the brand relevant and distinctive.

DO SON
Brand reinforcement strategy in Vietnam, focusing on maintaining core brand associations and keeping the brand relevant and distinctive.

TQORGEY
Brand reinforcement strategy in Turkey, focusing on maintaining core brand associations and keeping the brand relevant and distinctive.

THELDCAE
Brand reinforcement strategy in the Czech Republic, focusing on maintaining core brand associations and keeping the brand relevant and distinctive.

VIEESRTIEM
Brand reinforcement strategy in the Netherlands, focusing on maintaining core brand associations and keeping the brand relevant and distinctive.

TEENOM
Brand reinforcement strategy in Norway, focusing on maintaining core brand associations and keeping the brand relevant and distinctive.

ZSI DOM
Brand reinforcement strategy in Slovakia, focusing on maintaining core brand associations and keeping the brand relevant and distinctive.

YU ON
Brand reinforcement strategy in Serbia, focusing on maintaining core brand associations and keeping the brand relevant and distinctive.

TO 3 JON
Brand reinforcement strategy in South Korea, focusing on maintaining core brand associations and keeping the brand relevant and distinctive.

WALIS CON
Brand revitalization strategy in China, focusing on identifying new sources of brand equity and recapturing lost sources of brand equity.

KOYON
Brand revitalization strategy in Korea, focusing on identifying new sources of brand equity and recapturing lost sources of brand equity.

ALGCM
Brand revitalization strategy in Germany, focusing on identifying new sources of brand equity and recapturing lost sources of brand equity.

TOLCON
Brand revitalization strategy in Poland, focusing on identifying new sources of brand equity and recapturing lost sources of brand equity.

SIVVECDIHL
Brand revitalization strategy in Hungary, focusing on identifying new sources of brand equity and recapturing lost sources of brand equity.

AET'SEEIOM
Brand retirement strategy in the United States, focusing on managing the transition process appropriately.

IACBE
Brand retirement strategy in Canada, focusing on managing the transition process appropriately.

ZADOCK
Brand retirement strategy in the United Kingdom, focusing on managing the transition process appropriately.

TEOIEINITY
Brand retirement strategy in Ireland, focusing on managing the transition process appropriately.

TELLUSINE
Brand retirement strategy in Australia, focusing on managing the transition process appropriately.

TIMELESS. ICONIC.
Coca-Cola



Reinforcing Brands



Maintain Consistency

Ensure marketing programs communicate consistent brand meaning over time.



Balance Continuity and Change

Update tactics while preserving strategic brand positioning.



Protect Sources of Equity

Safeguard key brand associations and points of difference.



Fine-Tune Marketing Programs

Make tactical adjustments to maintain relevance and competitiveness.

Maintaining Brand Consistency

Consistency of Marketing Support

Brands require consistent investment to thrive. Avoid dramatic fluctuations in marketing support.

- Advertising expenditure
- Product quality
- Service levels
- Distribution coverage

Consistency of Brand Associations

Core brand meaning should remain stable. Evolve executional elements while maintaining strategic positioning.

- Brand purpose
- Brand personality
- Core values
- Key points of difference

Protecting Sources of Brand Equity

Defend Successful Positioning
Little need to change what already works

Seek New Opportunities
Add complementary sources of equity



Identify Key Equity Sources
Recognize what truly drives brand preference

Protect Core Associations
Preserve what makes your brand special

Top priority is preserving existing sources of brand equity while exploring new opportunities that enhance the brand's strength.

Fortifying vs. Leveraging Brand Equity

Fortifying Brand Equity

Strengthening existing brand associations and reinforcing brand meaning.

- Consistent marketing communications
- Product innovation within core categories
- Customer relationship management
- Quality control improvements

Leveraging Brand Equity

Extending the brand to new products, categories, or markets.

- Brand extensions
- Co-branding initiatives
- Licensing arrangements
- Geographic expansion

Successful brands balance these strategies, fortifying their core while carefully leveraging equity for growth.



Fine-Tuning Marketing Programs



Update Communications

Refresh advertising while maintaining consistent positioning. Keep executional elements contemporary and relevant.



Enhance Product Experience

Continuously improve product performance. Address evolving customer needs and expectations.



Optimize Distribution

Refine channel strategy for changing retail landscape. Balance reach with brand image requirements.



Adjust Pricing Strategy

Maintain value perception amid competitive pressures. Price to reflect brand positioning.



Reimagine. Renew. Thrive.

Revitalizing Declining Brands

15%

Brand Decline Rate

Average annual equity loss for neglected brands

3.2x

Revitalization ROI

Return vs. launching new brand

68%

Success Rate

For strategic revitalization efforts

Once-prominent brands like Microsoft, GE, and Old Spice have successfully revitalized through strategic repositioning. A well-executed revival is often more efficient than creating a new brand.

Expanding Brand Awareness



Increase Usage Occasions

Find new times and ways consumers can use your brand



Identify New Distribution

Expand where customers can find and purchase your brand



Target New Segments

Attract different demographic or psychographic groups

Expanding awareness requires identifying overlooked usage occasions, distribution channels, and customer segments to increase brand visibility and relevance.

Before

After



**Transform your perception.
Transform your brand.**



Improving Brand Image



Identify Current Perceptions

Research how consumers currently view your brand.

Define Desired Positioning

Determine how you want consumers to perceive your brand.

Create New Associations

Develop programs to build desired brand associations.

Neutralize Negative Associations

Address and overcome problematic brand perceptions.

Improving brand image requires a systematic approach to shift perceptions from current to desired state.

Identifying Target Market Opportunities

Retain Vulnerable Customers

Identify at-risk customers and implement retention strategies. Vulnerable customers often leave quietly before you notice.

Recapture Lost Customers

Research why former customers left and address those issues. Former customers already understand your brand basics.

Pursue Neglected Segments

Identify overlooked demographic or psychographic groups. Adapt offerings to meet their specific needs.

Attract New Customers

Expand to entirely new customer segments. Balance acquisition costs against lifetime value potential.



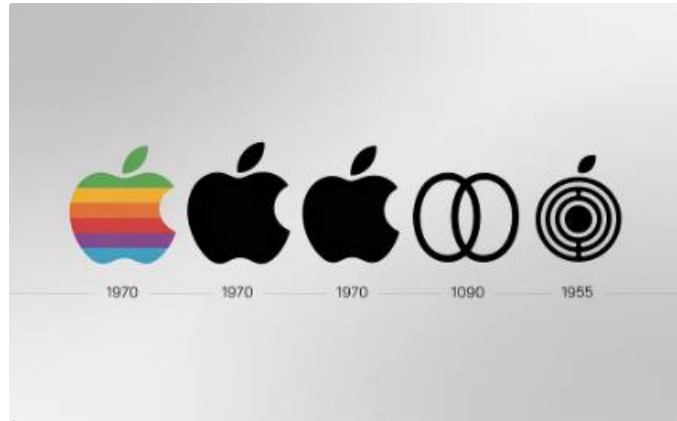
**Stay
connected.
Live fully.**

Repositioning the Brand



Effective repositioning may require more compelling points-of-difference or establishing new points-of-parity with competitors. The goal is to make the brand more relevant to target consumers.

Changing Brand Elements



Logo Evolution

Modernize visual identity while maintaining recognition. Subtle evolution preserves equity while signaling change.



Symbol Refinement

Simplify for digital applications. Remove dated elements while preserving core visual assets.



Packaging Update

Refresh packaging to signal brand evolution. Balance heritage elements with contemporary design needs.

Adjustments to Brand Portfolio

Rationalize Brand Structure

Eliminate redundant or conflicting brands



Clarify Brand Hierarchy

Establish clear roles for corporate, family, and individual brands



Evaluate Acquisitions

Buy brands that fill portfolio gaps



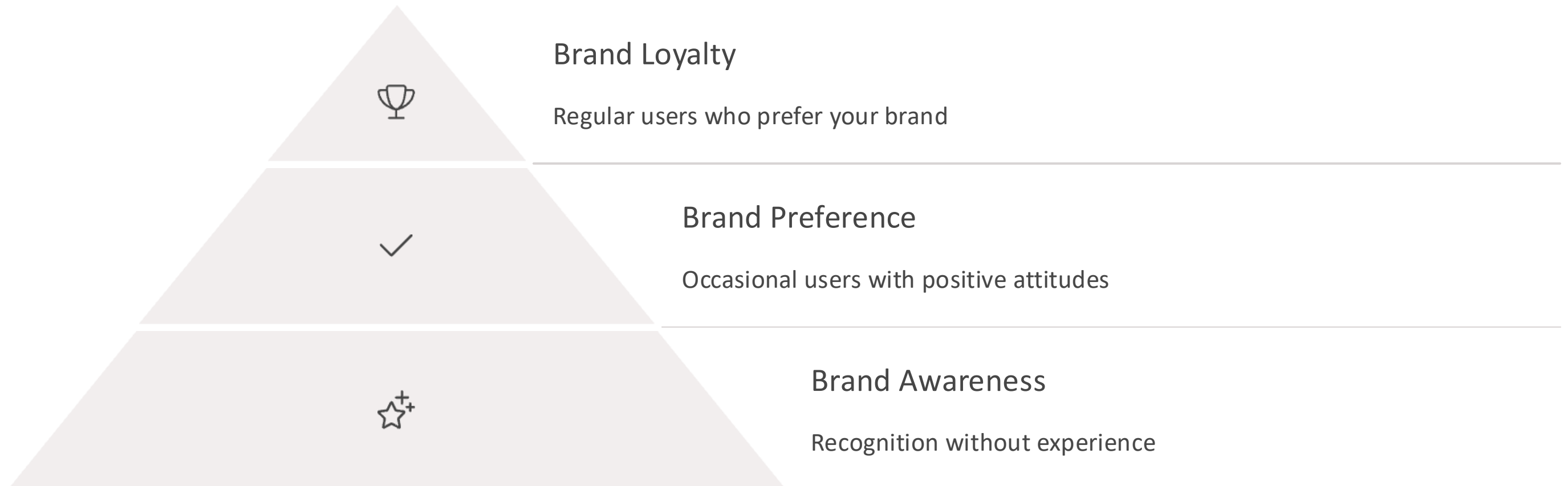
Consider Strategic Alliances

Partner with complementary brands for mutual benefit



Periodic portfolio review ensures each brand serves a distinct strategic purpose and contributes to overall company growth.

Acquiring New Customers



Acquiring new customers requires moving them up the pyramid from awareness to preference to loyalty. This process demands different strategies than retaining existing customers.



Retiring Brands

Evaluate Brand Viability

Assess current equity, growth potential, and strategic fit. Determine if revitalization is worthwhile.

Plan Customer Transition

Develop strategy to migrate customers to other brands. Preserve relationship value despite brand discontinuation.

Manage Internal Communication

Prepare organization for brand retirement. Address emotional attachment to legacy brands.

Execute Retirement Process

Implement orderly phase-out with clear timeline. Consider archiving brand assets for future use.

Expanding Brand Meaning Through Extensions

Brand	Original Product	Extension Products	New Brand Meaning
Weight Watchers	Fitness centers	Low-calorie foods	Weight loss and maintenance
Sunkist	Oranges	Vitamins, juices	Good health
Kellogg's	Cereal	Nutri-Grain bars, Special K bars	Healthy snacking
Aunt Jemima	Pancake mixes	Syrups, frozen waffles	Breakfast foods



Three Approaches to New Product Branding



Develop a New Brand

Create a completely new brand identity with its own positioning and equity.



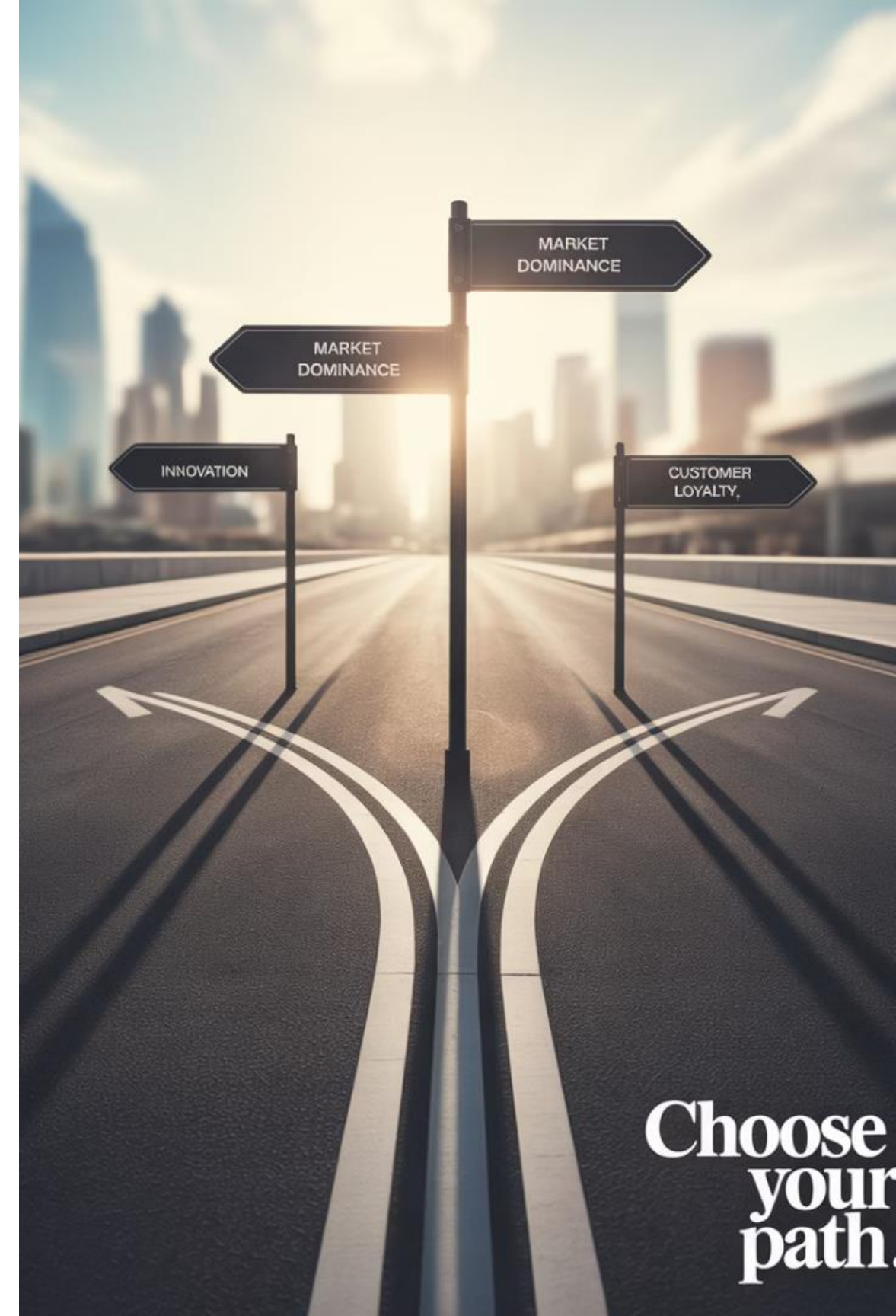
Use an Existing Brand

Leverage current brand equity to introduce new products under the same name.



Combine New and Existing

Create sub-brands that connect to the parent while establishing unique identity.



Line vs. Category Extensions

Line Extension

Occurs when a brand adds new varieties within its current category.

- Different sizes (Coke in various bottle sizes)
- Different flavors (Cherry Coke)
- Different applications (Coke Zero for diet-conscious)

Category Extension

Occurs when a brand enters an entirely different product category.

- Apple moving from computers to phones
- Dove expanding from soap to shampoo
- Caterpillar from machinery to footwear

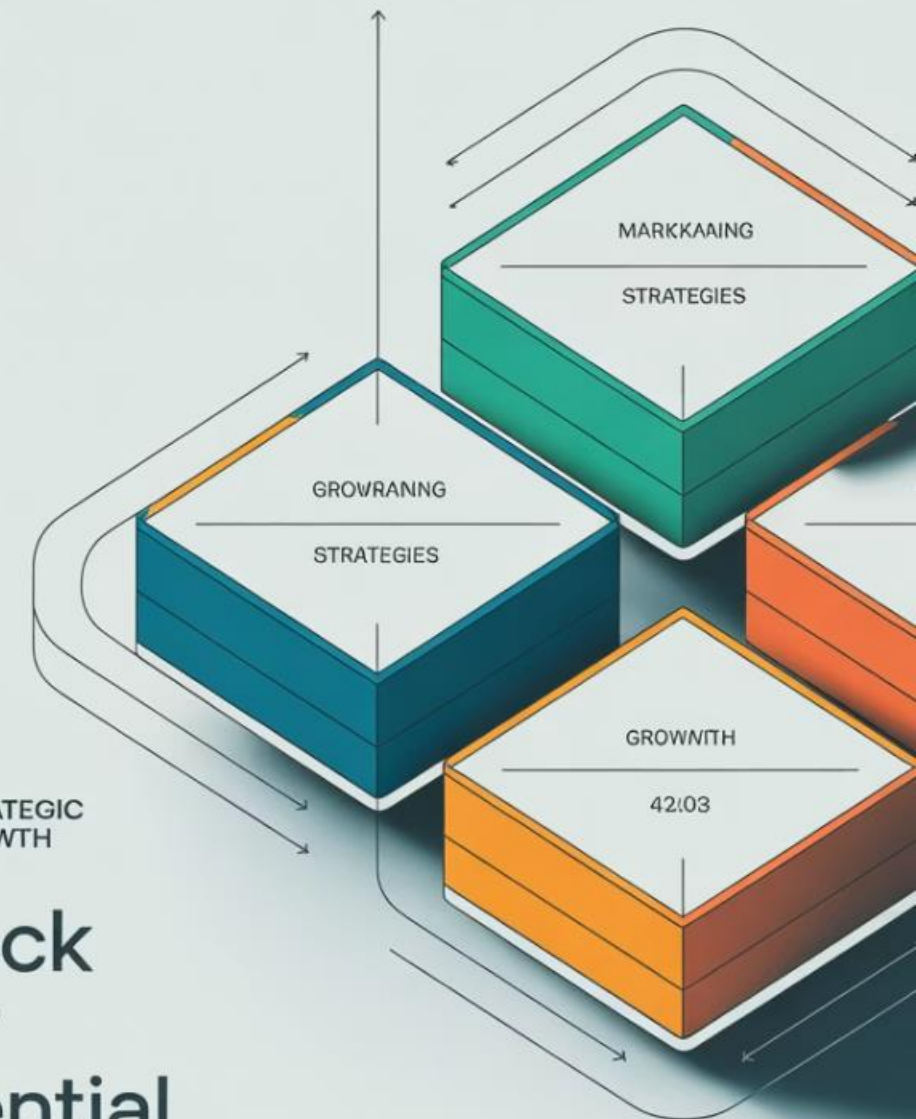
Ansoff's Growth Matrix

	Current Products	New Products
Current Markets	Market Penetration Strategy	Product Development Strategy
New Markets	Market Development Strategy	Diversification Strategy

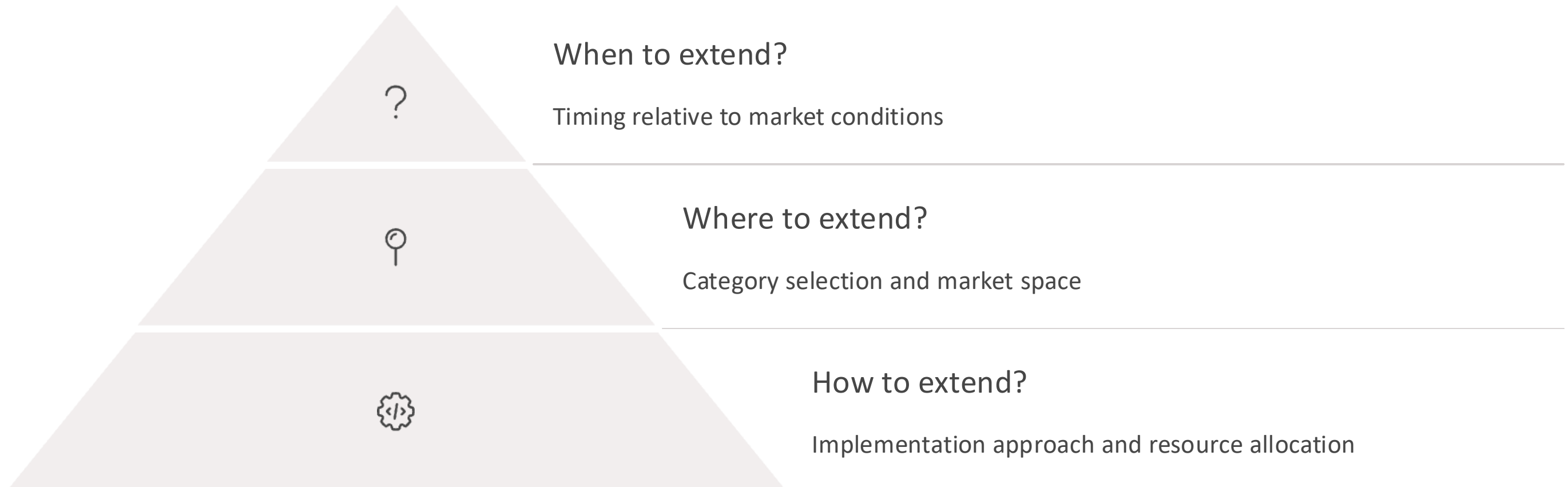
Ansoff's matrix helps companies identify growth opportunities. Brand extensions typically occupy the product development and diversification quadrants.



**Unlock
Your
Potential**



Key Strategic Questions for Extensions



For most companies, the question isn't whether to extend the brand, but how to execute extensions strategically for maximum impact.



Facilitating New Product Acceptance



Improve Brand Image

Extensions reinforce positive associations with the parent brand.



Gain Distribution

Retailers more readily stock extensions of successful brands.



Reduce Perceived Risk

Customers trust familiar brands when trying new products.



Efficiency in Marketing

Shared promotional costs across multiple products.

Feedback Benefits to Parent Brand

Clarify Brand Meaning

Extensions help consumers understand what the brand represents

Revitalize the Brand

Extensions can inject new energy into an aging brand



Enhance Parent Image

Successful extensions reflect positively on the parent brand

Bring New Customers

Extensions attract different segments to the brand franchise

Disadvantages of Brand Extensions

Consumer Confusion

Too many varieties can overwhelm consumers. Studies show purchase likelihood decreases with excessive options.

Retailer Resistance

Shelf space is limited. Stores can't stock all varieties across all brands in any category.

Damage to Parent Brand

Failed extensions like Audi can harm the parent brand's image and credibility in the marketplace.



More Extension Pitfalls



Cannibalization

Diet Coke took sales from regular Coke rather than from competitors.



Identity Dilution

Gillette's Venus diminished its strong identification with men.



Image Damage

Inconsistent extensions can change perceptions of the parent brand.



Adapt or Fade

BRAND

Strategic Opportunity Costs

Brand Dilution

Luxury brands like Gucci risk losing exclusivity through overextension.

Too many products can weaken the core meaning of what the brand represents.

Extensions in disparate categories confuse brand positioning.

Missed Opportunities

Companies may forego developing valuable new brands.

Amazon could have created a separate brand for Kindle e-readers.

New brands can target different segments without constraints of parent brand associations.

Consumer Evaluation Framework

A light gray rectangular box containing a dollar sign (\$) icon.

Brand Equity Transfer

How brand value transfers to new products



Vertical Extensions

Moving brands up or down market segments

Understanding how consumers evaluate brand extensions is crucial for success. Their perceptions often differ from management assumptions.

Category Extension Success and Failure

Successful Category Extensions

- Dove shampoo
- Hershey's chocolate milk
- Arm & Hammer toothpaste
- Honda lawn mowers
- Bic lighters

Unsuccessful Category Extensions

- Harley-Davidson wine coolers
- Ben-Gay aspirin
- Clorox laundry detergent
- Smucker's ketchup
- Porsche coffee makers

Success depends on fit with parent brand values, perceived expertise, and brand positioning.

Managerial Assumptions About Extensions



1 Awareness and Positive Associations

Consumers have favorable knowledge about the parent brand.

2 Transfer of Positive Associations

These positive associations will transfer to the extension.

3 No Negative Transfer

Negative associations from parent brand won't affect extension.

4 No Negative Creation

The extension won't create new negative associations.

Vertical Brand Extensions



Upward Extension

Moving into premium segments requires credibility with higher-end consumers.

Core Brand

The established market position of the original brand.

Downward Extension

Moving into value segments risks diluting premium brand image.

Vertical extensions attract new consumer groups by leveraging parent brand equity at different price points.



Extension Opportunity Evaluation

Define Brand Knowledge

Identify what consumers know and should know about your brand.

Identify Extension Candidates

Generate potential product categories that align with brand associations.

Evaluate Extension Potential

Assess fit, difficulty, and competitive advantage for each candidate.

Design Marketing Programs

Create campaigns that leverage parent brand while establishing extension.

Measure Success & Feedback

Evaluate extension performance and effects on parent brand equity.

Brand Extension Guidelines: Fit & Leverage

Consumer Perception of Fit

Extensions should make sense to consumers. The connection should be obvious or easily explained.

- Category similarity
- Usage complementarity
- Target market overlap

Leveraging Parent Brand Strengths

Extensions should utilize the core competencies and associations of the parent brand.

- Technical expertise
- Brand personality
- Brand values

Brand Extension Guidelines: Quality & Support



Maintain Quality Standards

Extensions should meet or exceed parent brand quality levels. Quality inconsistency damages the entire portfolio.



Provide Adequate Support

Invest sufficient marketing resources. Extensions need support to establish their place in new categories.



Protect Brand Meaning

Avoid extensions that could dilute or confuse the core brand meaning. Maintain coherent brand narrative.



Extension Principles: Category Selection

Choose Complementary Categories

Select categories that enhance parent brand associations.

Evaluate Risk-Reward Balance

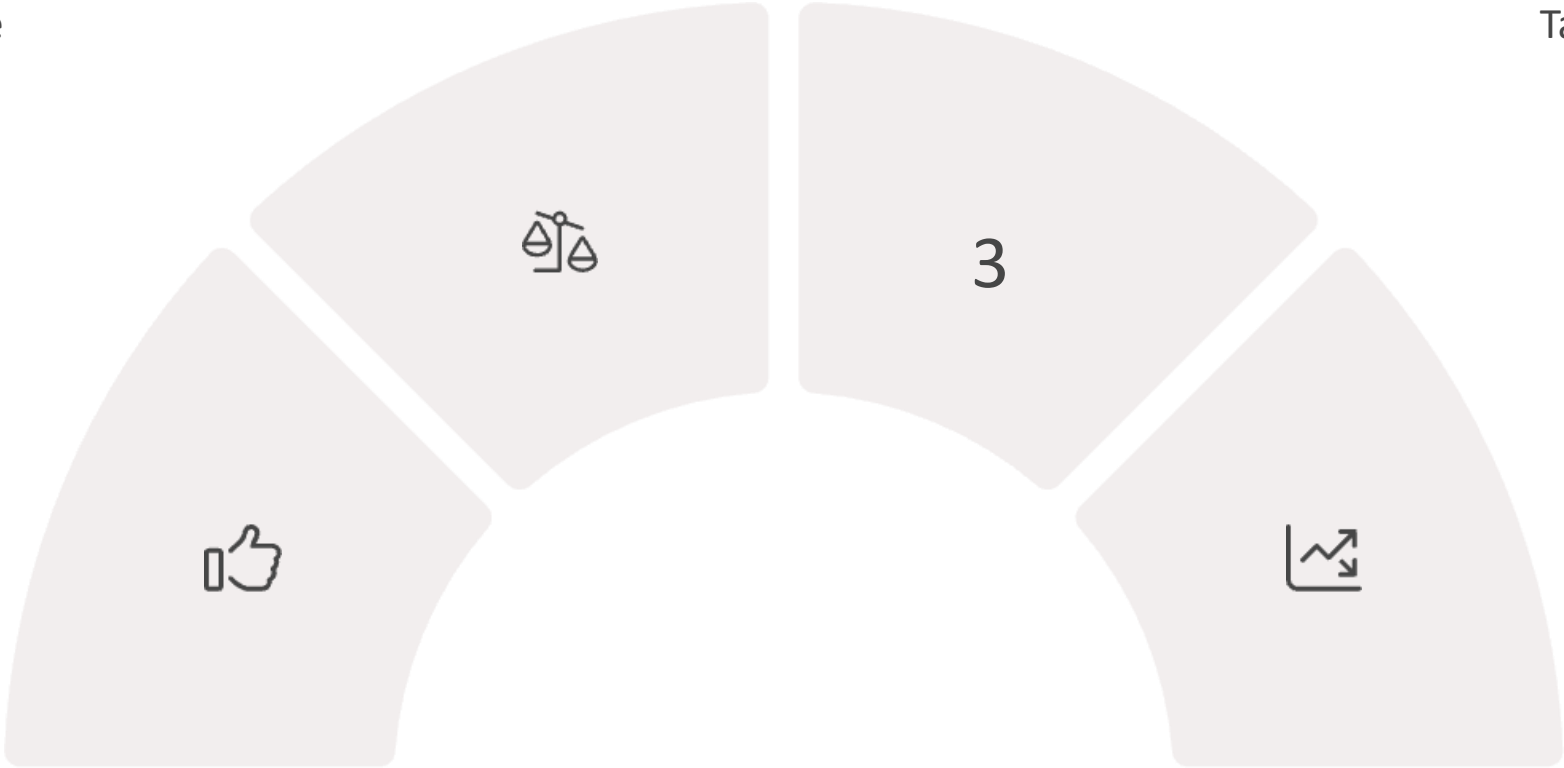
Higher risk extensions require greater potential returns.

Protect Core Category Leadership

Don't divert resources from your primary business.

Seek Growth Potential

Target categories with substantial market opportunity.



Extension Principles: Order & Sequence



Plan Strategic Sequence

Each extension should pave the way for future opportunities.



Start With Close Extensions

Begin with categories closely related to your core.



Gradually Expand Distance

Move progressively further from your core category.

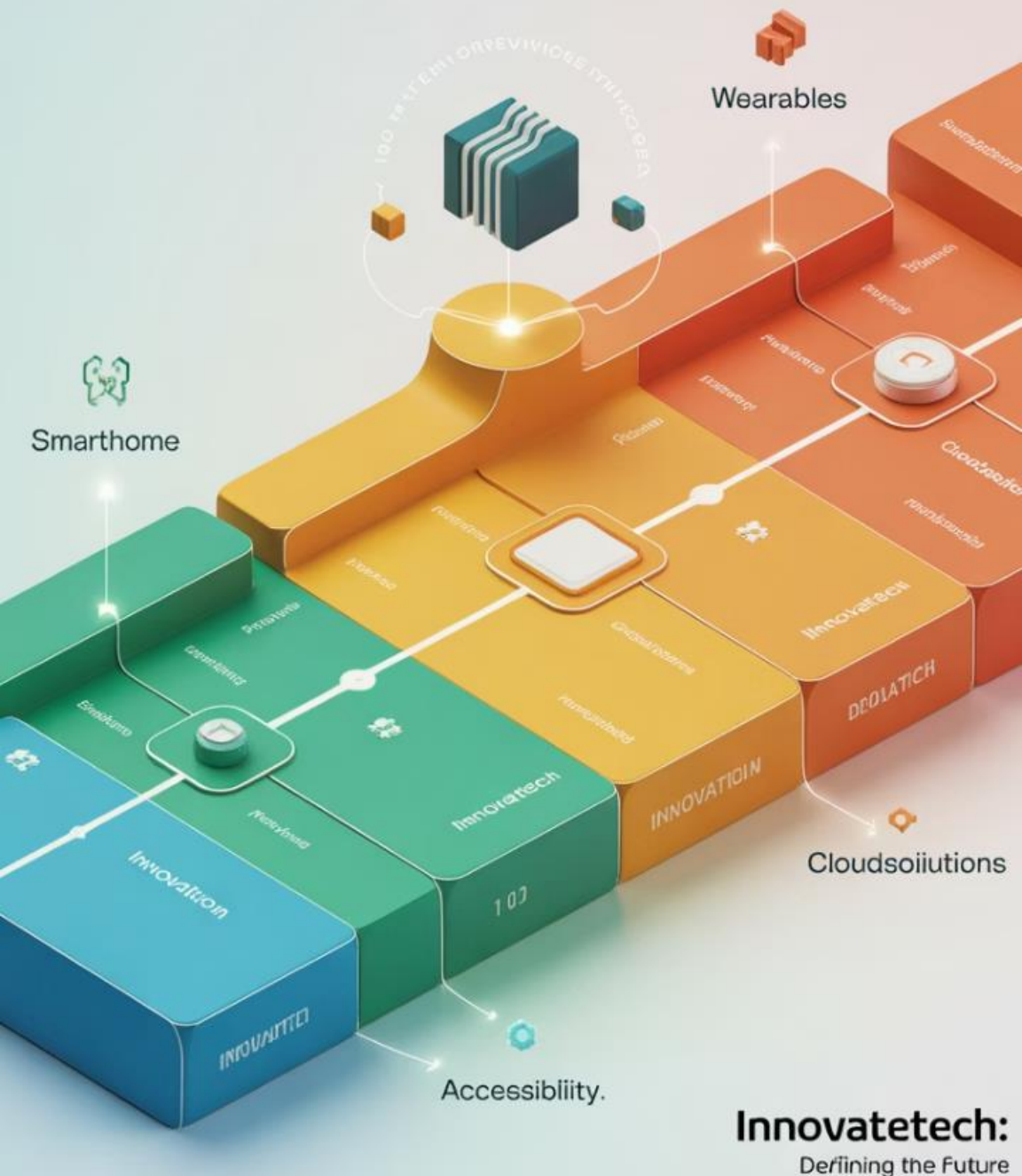


Consider Partnerships

Collaborate with experts when entering unfamiliar categories.



Innovating Toconing Prositining Map



Extension Principles: Positioning Strategy

Maintain Core Brand Values

Extensions should reflect the fundamental values that define the parent brand. Consistency builds trust and recognition.

Adapt to Category Requirements

Tailor your positioning to address category-specific consumer needs. Balance brand consistency with category relevance.

Create Unique Selling Proposition

Develop distinctive benefits beyond just the parent brand name. Give consumers a compelling reason to choose your extension.

Extension Principles: Communication Approach



Establish Connection

Clearly communicate relationship with parent brand. Leverage recognition and trust.



Highlight Differentiation

Emphasize what makes the extension unique. Explain category-specific benefits.



Educate About New Use

Help consumers understand how to use the product. Address category learning curve.



Reinforce Brand Core

Strengthen fundamental brand associations. Maintain consistent brand voice.





Brand Transformation Stories

Think of a Brand

Which brand successfully transformed its market position recently?

Before and After

What changed about their identity, products, or target audience?

Success Factors

What elements made this transformation effective?

What is Brand Repositioning?

Definition

The strategic process of changing a brand's position in the marketplace to reflect new business goals or market realities.

Not Just Cosmetic

"It's not about changing what you sell, but changing what you mean to people."

- Shifts perception
- Creates new associations
- Targets different audiences



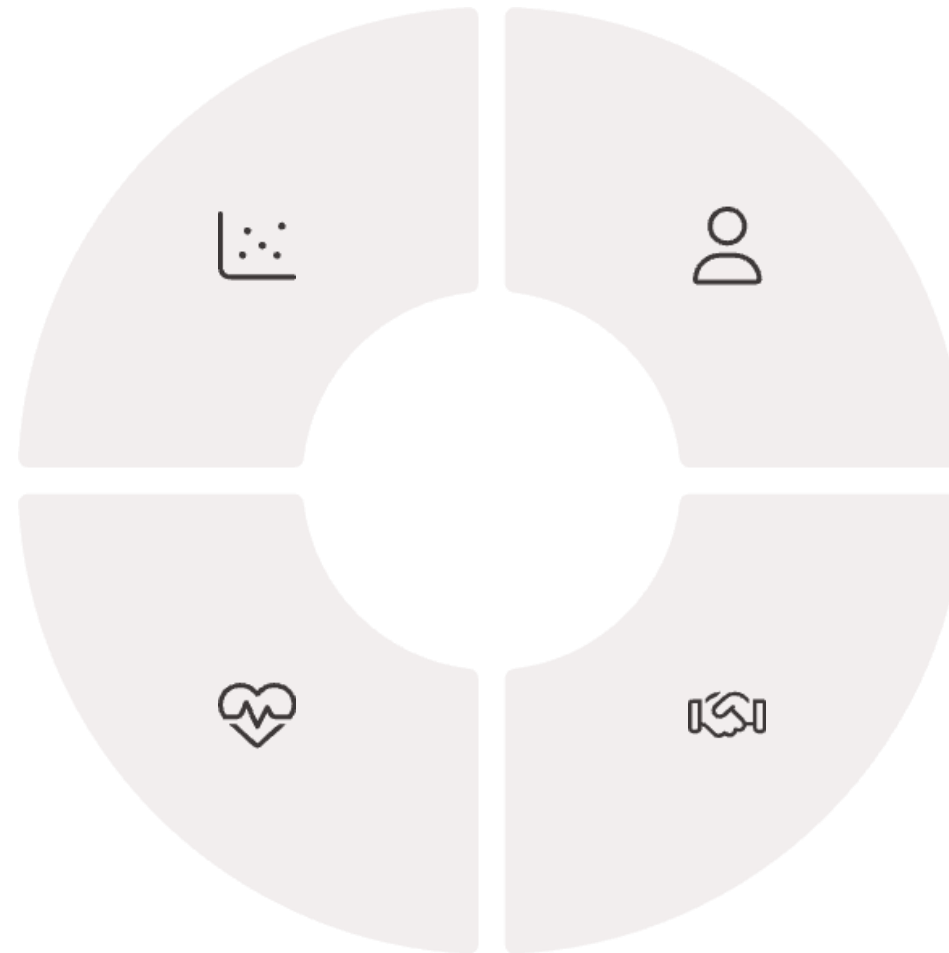
Key Triggers for Repositioning

Market Evolution

- Changing consumer preferences
- New technologies
- Demographic shifts

Brand Health Issues

- Declining relevance
- Negative perceptions
- Aging customer base



Competitive Pressure

- Category disruption
- New entrants
- Price wars

Business Strategy

- Mergers & acquisitions
- International expansion
- Portfolio optimization



The Repositioning Spectrum

Evolutionary Repositioning

Gradual shift that maintains core identity while refreshing perception

Example: Coca-Cola's evolution of the happiness platform

Partial Repositioning

Targeting new segments while retaining core customers

Example: McDonald's adding healthy options while keeping classics

Revolutionary Repositioning

Dramatic change that transforms brand perception

Example: Old Spice from grandfather's brand to millennial favorite

Complete Repositioning

Total brand overhaul addressing all elements of positioning

Example: Burberry from outdated raincoats to luxury fashion



Success Story: Titan



Premium Watches

Started as a respected Indian watch manufacturer with limited scope



Product Expansion

Extended into jewelry, eyewear, and fragrances with Tanishq and other sub-brands



Lifestyle Brand

Transformed from "timekeeping" to "personal style" positioning



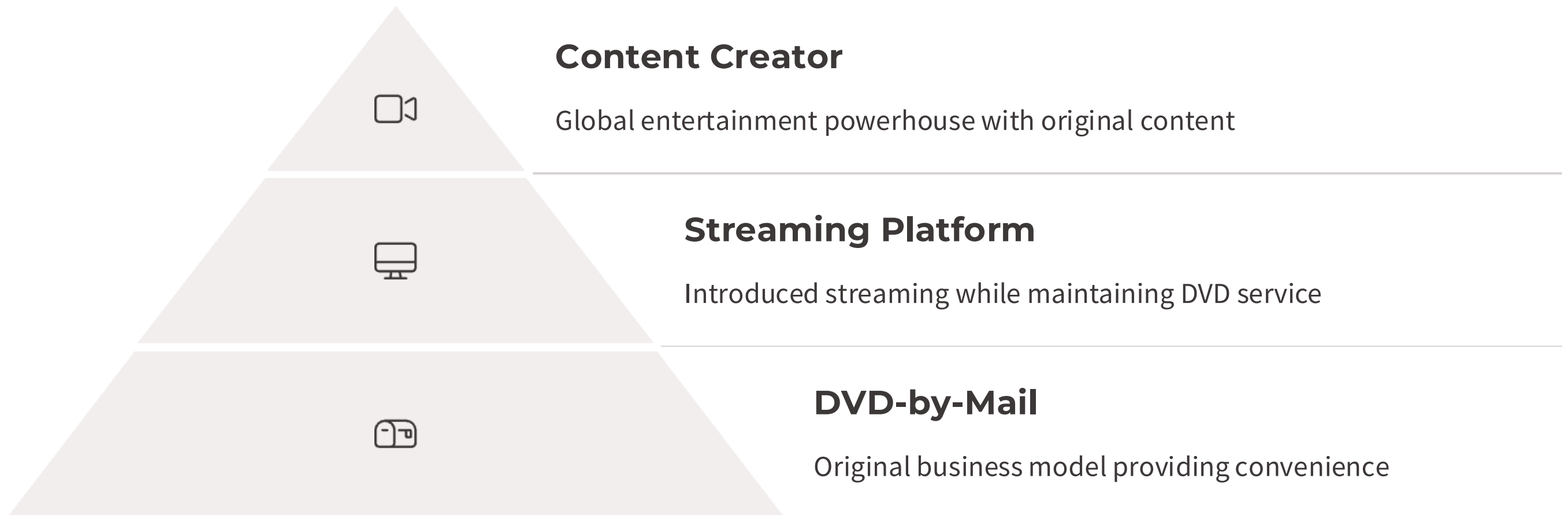
Market Leadership

Market cap growth from ₹500 crores to ₹2+ lakh crores



Business Model it

Global Success: Netflix



The Six-Step Repositioning Process

Brand Audit

Analyze current position, perception, and competitive landscape

Monitor & Adjust

Track performance metrics, gather feedback, and make corrections

Execution

Ensure internal alignment, market launch, and change management



Define Objectives

Set clear business goals, target segments, and desired position

Strategy Development

Craft position statement, value proposition, and brand architecture

Implementation Planning

Create communication strategy, map touchpoints, and set timeline

Perceptual Mapping Exercise

- . Patanjali
- . Paper Boat
- . FabIndia
- . Zomato
- . Tanishq



Brand Architecture Decisions



Monolithic Structure

Single brand identity across all offerings



Endorsed Structure

Parent brand supports sub-brands



Pluralistic Structure

Independent brands within portfolio

ATTENTION INTEREST DESIRE
MARKETING FUNNEL



AOTTENTION



INTEREST



ACTION



ATTENTIONTON

DESIRE

DESIRE

ACTION

Communication Strategy: AIDA Model



Attention

Break through the clutter and signal change



Interest

Communicate new value and tell your transformation story



Desire

Connect emotionally and demonstrate tangible benefits



Action

Provide clear calls-to-action and enable trial





TATA NANO

60 SEC

English Super

13 Dec 2010

Case Study: Tata Nano

Original Position

"World's cheapest car" created initial buzz but led to stigma

Attempted Repositioning

"Smart city car" failed to overcome the initial low-cost association

Key Lesson

Some initial positions create lasting perceptions that are difficult to escape

Repositioning requires substantial investment and product alignment



Maggi Noodles: Crisis & Comeback



Market Leader

Dominant instant noodle brand in India



Lead Crisis

2015 contamination controversy led to nationwide ban



Reformulation

Product redesigned with safety as primary focus



Reconnection

Emotional "We Miss You Too" campaign drove comeback



Royal Enfield: Heritage Meets Modern

Before

Utilitarian motorcycle brand for older generation with declining relevance

Repositioning Strategy

- Heritage storytelling
- Community building
- Product modernization

After

Lifestyle brand for young professionals with cult status and global appeal









Amul: Consistent Yet Evolving



Core Identity Maintained

"Taste of India" positioning remains unchanged for decades



Evolutionary Adaptation

Product range expanded while maintaining brand consistency



Topical Communication

Famous butter girl advertisements keep the brand contemporary



Health-Conscious Variants

New products address changing consumer priorities





Amul Classics

Apple: From Computers to Lifestyle



Apple Computer Inc.

Computer manufacturer with niche audience



Device Ecosystem

Expanded into iPod, iPhone, and iPad



Services Integration

App Store, Apple Music, Apple TV+



Lifestyle Brand

Status symbol and ecosystem of connected experiences



Common Repositioning Pitfalls



Lack of Authenticity

Forced positioning disconnected from brand DNA creates consumer skepticism



Poor Timing

Moving too early or late relative to market readiness



Insufficient Investment

Half-hearted execution fails to create meaningful perception change



Customer Confusion

Mixed messaging creates uncertainty about what the brand stands for

Critical Success Factors

Clear Vision

- Compelling future state
- Strategic clarity
- Defined objectives

Customer Insight

- Deep understanding
- Unmet needs identified
- Sentiment analysis

Consistent Execution

- All touchpoints aligned
- Long-term commitment
- Regular reinforcement



Measuring Repositioning Success

Brand Metrics

- Brand awareness
- Perception shift
- Consideration rates
- Brand equity scores

Business Metrics

- Market share growth
- Customer acquisition
- Revenue impact
- Profitability changes

Customer Metrics

- NPS scores
- Retention rates
- Customer lifetime value
- Advocacy levels



Digital Age Repositioning



Accelerated Timeline

Digital channels enable faster implementation of repositioning



Immediate Feedback

Real-time consumer reactions help fine-tune approach



Global Visibility

Changes reach worldwide audiences simultaneously



Data-Driven Decisions

Analytics provide insight into repositioning effectiveness

Ambassador Car Repositioning Exercise

Current Situation

- Heritage Indian brand
- Discontinued production
- Strong nostalgia value
- Government/taxi association

Your Task

1. Define new target segment
2. Create positioning statement
3. Suggest 3 key initiatives
4. Present in 2 minutes



Key Repositioning Principles



More Than Cosmetic

Repositioning changes perceptions, not just logos and colors



Customer-Driven

Understanding audience needs drives successful positioning shifts



Consistency Required

Every touchpoint must reflect and reinforce new positioning



Measure & Adapt

Use data to guide repositioning adjustments and refinements

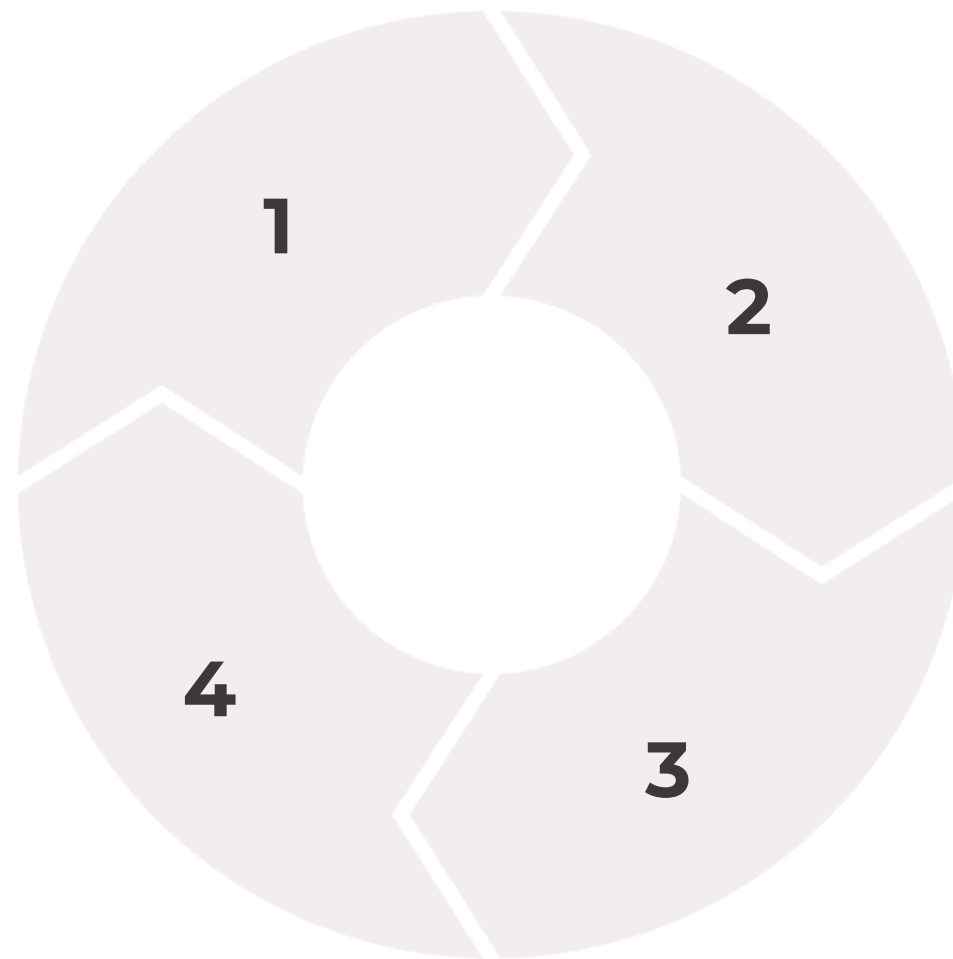
Brand vs. Product Repositioning

Brand Repositioning

Shifts overall perception and associations

Strategic Alignment

Both must work together cohesively



Product Repositioning

Changes how specific offerings are perceived

Overlap Area

Product changes that impact overall brand perception

Emotional vs. Rational Repositioning

Emotional Approach

Focuses on changing how consumers feel about the brand.

- Builds stronger connections
- Creates lasting associations
- Difficult to copy

Example: Dove's "Real Beauty" campaign

Rational Approach

Emphasizes functional benefits and logical reasons to choose the brand.

- Highlights features and benefits
- Focuses on performance
- Appeals to practical needs

Example: Volvo's safety positioning

Internal Alignment for Repositioning

Leadership Buy-in

Executive commitment and clear direction from the top

Employee Education

Training on new positioning and its business rationale

Cultural Integration

Embedding new positioning in company values and behaviors

Reinforcement Systems

Recognition and rewards for supporting the new direction



Timeline for Effective Repositioning





Leveraging Brand Heritage

Authentic Storytelling

Connecting past values to contemporary relevance

Design Evolution

Modernizing visual elements while respecting brand history

Anniversary Milestones

Using key dates to highlight heritage while showcasing innovation

Archival Revivals

Bringing back beloved products with contemporary updates



Competitor Response Management

1

Anticipate Reactions

Predict how competitors will respond to your repositioning

2

Strengthen Differentiators

Emphasize unique aspects that competitors cannot easily match

3

Prepare Countermoves

Develop plans for potential competitive attacks

4

Monitor Market Signals

Watch for signs of competitor repositioning attempts



COVID-19 Impact on Brand Positioning



Accelerated Digital Transformation

Brands rapidly shifted to online engagement and commerce



Purpose-Driven Positioning

Community support and social responsibility gained importance



Home-Centric Experiences

Brands repositioned products for at-home usage scenarios



Safety & Wellness Focus

Health reassurance became central to many brand messages

Repositioning for Different Markets

Standardization Approach

Maintaining consistent global positioning with minimal local adaptation.

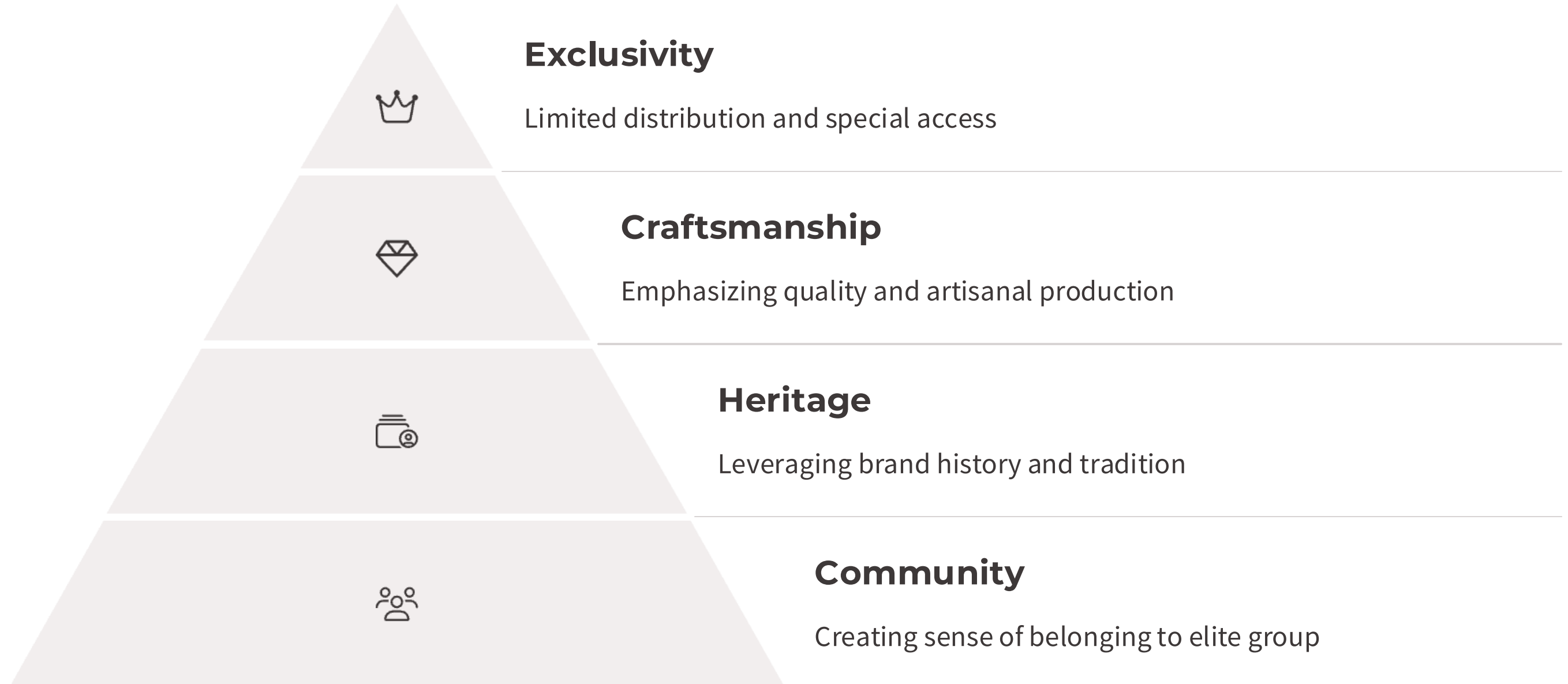
- Builds unified brand image
- Operational efficiency
- Example: Apple's premium positioning

Localization Approach

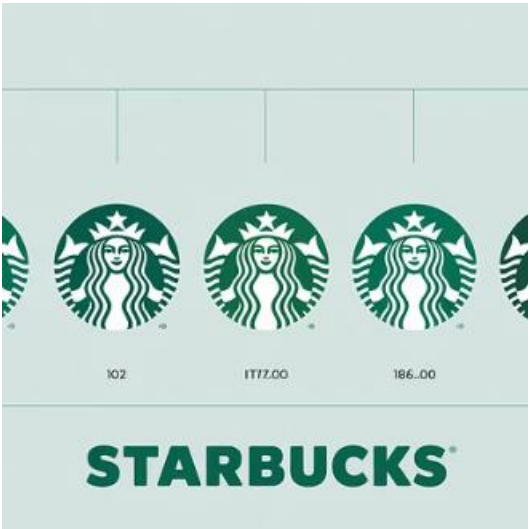
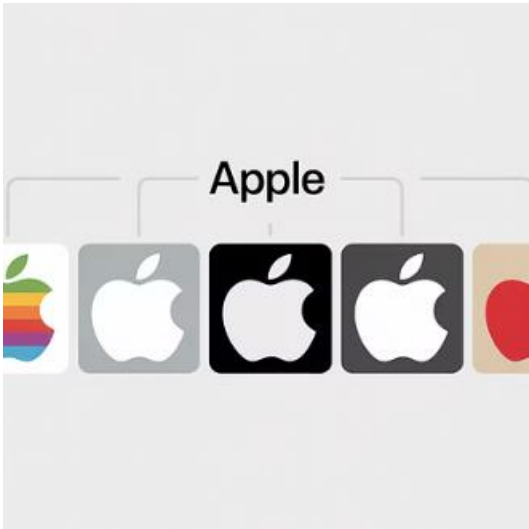
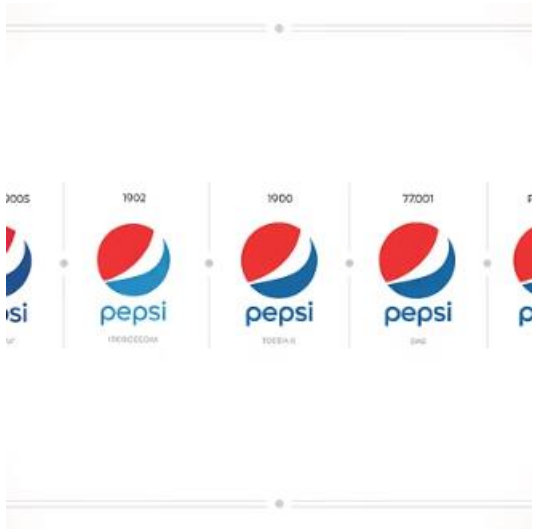
Tailoring positioning to match local market needs and cultural contexts.

- Greater market relevance
- Cultural sensitivity
- Example: McDonald's local menu adaptations

Luxury Brand Repositioning



Logo Evolution in Repositioning

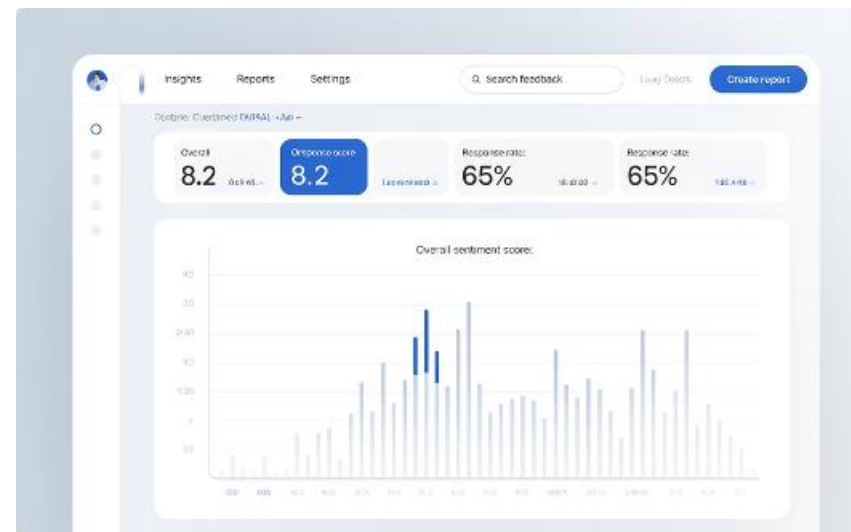


Emerging Repositioning Trends



Immersive Experiences

AR/VR technologies creating new ways to experience repositioned brands



AI-Driven Personalization

Tailoring repositioning messaging to individual customer preferences



Sustainability Focus

Environmental positioning becoming central to brand identity

Your Repositioning Journey

3

Key Steps

Research, Strategy, Implementation

60%

Failure Rate

Most repositioning attempts fail without proper planning

18M

Average Cost

For a mid-sized company's comprehensive repositioning



Further Learning Resources

Essential Books

- "Positioning" by Ries & Trout
- "Building Strong Brands" by Aaker
- "The Brand Gap" by Neumeier

Case Studies

- Harvard Business Review cases
- IIM Ahmedabad Indian brand studies
- McKinsey Industry Reports

Video Content

- Old Spice campaign analysis
- Simon Sinek's "Start With Why"
- Netflix transformation documentary

THANK YOU!

Ashish Tiwari

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